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## Flagstaff, Arizona Downtown Management Plan

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# Introduction

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## **Overview**

Flagstaff, Arizona has experienced both a downtown Renaissance and growth as a community. An improvement district was formed in the early 1990's as the financing mechanism for streetscape improvements and the construction of Heritage Square, Flagstaff's central community space. This gave the Historic Downtown a much-needed face-lift – with new sidewalks, crosswalks, trees, historic light fixtures, as well as façade and signage improvements. The city's population has grown 9.68% between 2000 and 2005, and growth projections are at 2.2% per year.<sup>1</sup> The Convention and Visitor's Bureau (CVB) reports a 7.7% increase in hotel/motel lodging from 2005 – 2006.<sup>2</sup> Flagstaff's downtown is mostly local business owners, with numerous government, service trade and non-profit employees directing a significant amount of revenue into the downtown retail and restaurant businesses. There are abundant events, shops and restaurants that draw many people downtown. Downtown is presently a vibrant mix of retail shops, restaurants, art galleries, and professional services such as architects and attorneys. Flagstaff City Hall and Coconino County Courthouse anchor the Historic Downtown on the west and east boundaries.

A 2006 survey to downtown businesses supported overwhelmingly that managing parking is the number one priority in the downtown area.<sup>3</sup> Working with the downtown business owners and the Downtown Business Alliance (DBA), this management plan was developed to help the downtown prepare for future retail competition, cater to the needs of today's tourists and the local market, as well as develop a marketing 'theme' that celebrates the local flavor.

A Downtown Parking Planning Team was put together in February 2006 by City staff working with downtown business owners, with an advisory team of Northern Arizona Intergovernmental Public Transit Authority (NAIPTA), Coconino County staff, Flagstaff Metropolitan Planning Organization (FMPO), City Court staff and the Flagstaff Police Department to develop an action plan of how to manage downtown

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<sup>1</sup> Arizona Department of Economic Security; <http://www.de.state.az.us>

<sup>2</sup> Arizona Lodging Performance 2005 – 2006 – Flagstaff CVB

<sup>3</sup> Appendix 1 – 3/1/06 Survey Questionnaire & results.



parking. This management plan has evolved from that team's recommendations as well as discussions with City Departments and City Council.

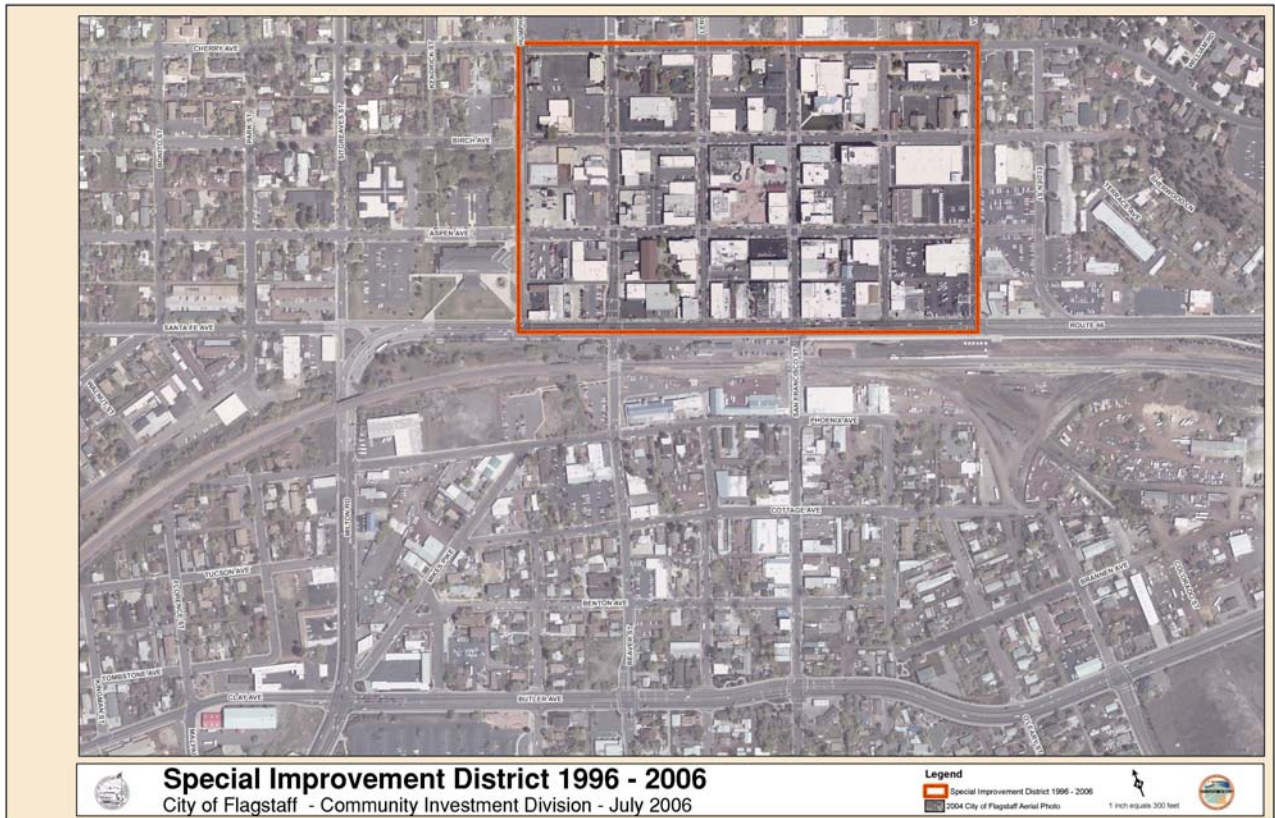
**Downtown Parking Planning Team's Mission Statement:**

***To improve parking options and turnover rate in the downtown district while integrating with the downtown community of employees, Flagstaff residents and visitors.***

**Objectives**

1. Protect the historic fabric of the downtown community.
2. Support downtown merchants to remain competitive with other local retail centers.
3. Create greater flexibility in downtown parking
4. Plan for alternative modes of transportation
5. Keep the downtown area clean and safe
6. Promote better coordination between downtown merchants, employers, property owners, residents, event organizers, City Hall and Coconino County offices.

## Downtown Map



## Past Reports

1. *1999 Parking Authority Proposal for Flagstaff, Arizona* – by: Clancy Systems International, Inc.
2. *1999 Parking Management Plan Outline, Draft RFP for Services & Legal memo*

## Existing Conditions

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The existing core downtown area, comprising of (9) square blocks, still maintains a certain draw for both tourists and locals. The physical improvements accomplished in the 1990's are starting to show some wear and tear. The landscaping is lacking, and the

downtown is sometimes described as 'dirty'. Many visitors have complained of searching for a parking space for 20 minutes, while many locals have given up coming downtown because of the 'parking nightmare'. Yet, Wednesday night salsa dancing, Thursday night music events, and Friday night Movies on the Square draws huge crowds to Heritage Square. The downtown area hosted 129 events, with tens of thousands of people attending.<sup>4</sup>

With proper management, communication and dedication, downtown Flagstaff can be what it wants to be – a historic downtown that is pleasant for *everyone* – shoppers, diners, employees, employers, tourists, locals and downtown residents.

### **Downtown Flagstaff is defined by the following boundaries:**

Milton Road and Sitgreaves, to Birch, north Humphrey's to Cherry; east to Verde, the Birch to Elden, south to Route 66. Behind BNSF train depot to Phoenix, south on Agassiz to Butler; west on Butler to Milton. This constitutes both 'north' and 'south' downtown areas.

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<sup>4</sup> City of Flagstaff Parks & Recreation





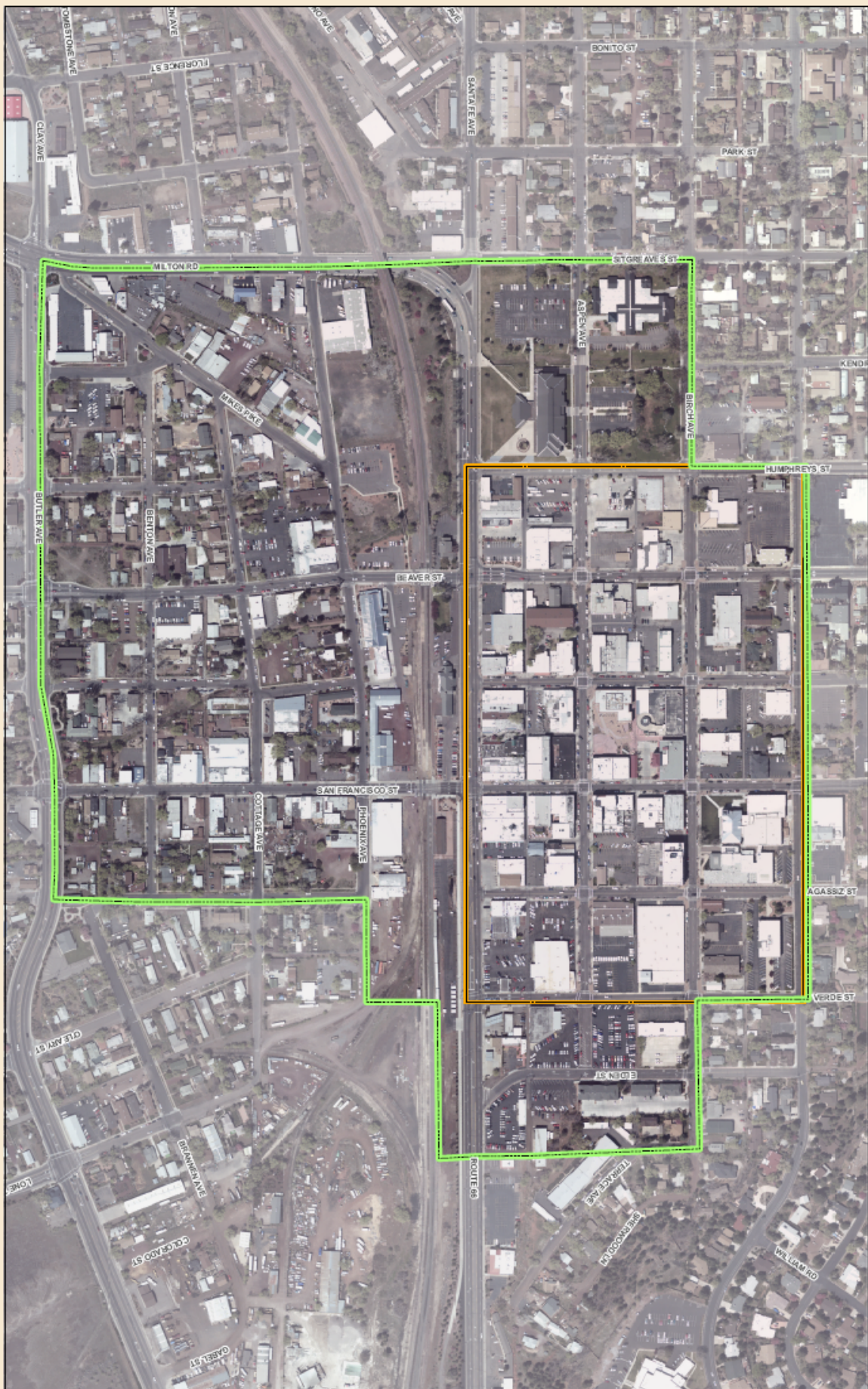
# Parking District Boundary

City of Flagstaff - Community Investment Division - July 2006

**Legend**

- Proposed Improvement District
- Special Improvement District 1996 - 2006

1 inch equals 300 feet



# Operations & Maintenance

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To properly promote the downtown area, it has been found that a management element must: oversee parking; event; marketing; and security exclusively for this area. The goal is to put into place a city manager to work closely with the downtown businesses, as well as a number of ‘ambassadors’ or personnel who give a friendly face but also regulate parking while giving people directions and maps, as well as providing an element of security. The monthly Downtown Business Alliance (DBA) meetings are optimal communication venues to discuss and resolve collectively downtown issues.

## **Downtown Advisory Committee**

The Downtown Manager will work with members of the Downtown community through a Council-appointed Advisory Committee whose membership will consist of: four (4) Downtown merchants and three (3) Downtown property owners. The Committee will meet at least six times per year and will review the Downtown work program and provide input to the Downtown Manager concerning Downtown operations. The Downtown Manager and associated personnel will be housed in the Community Investment Division in Community Development. They will be supported by the other Community Investment Sections including Community Design and Community Reinvestment and Economic Development.

## **Operations & Maintenance Personnel**

### **Downtown Manager**

- Manage downtown parking, with annual review of supply & demand as well as adjustments to parking operations and maintenance.
- Manage parking revenue. Prepares and administers downtown budget
- Initiates, manages and coordinates programs and activities to promote and support downtown redevelopment and economic development in Downtown Flagstaff.

- Works with Downtown Flagstaff Advisory Committee on issues and coordination
- Works as a liaison with the Downtown Business Alliance.
- Identifies vacant/developable properties and works with redevelopers and property owners to make property improvements and redevelopment projects that contribute to the aesthetic, historic, and economic viability of Downtown Flagstaff.
- Acts as Flagstaff's Main Street Program Director.
- Recruits new businesses and promotes expansion of existing business in the Downtown. Maintains current database of all existing businesses, development and redevelopment sites and buildings; maintains demographic, market, and infrastructure data.
- Prepares and distributes marketing material locally & regionally. Coordinates with the Convention and Visitors Bureau on promotions.
- Serves as liaison between downtown property owners and the City of Flagstaff.
- Staffs and supports the Downtown Advisory Committee.
- Other duties as assigned.

### **Downtown Ambassadors**

- Assist visitors as to where to park, dine, shop, etc.
- Provides downtown maps.
- Parking Enforcement including the issuance of tickets
- Patrols downtown on Mountain Bikes, providing a constant visible, friendly presence.
- Maintains communications with Flagstaff Police to monitor safety in downtown.

### **Parking Meter Maintenance Worker**

- Responds to calls for service for meters.
- Repairs and replaces parts on meters as required.
- Refills supplies as needed including paper rolls.
- Programs meters as necessary.
- Removes graffiti and other materials from meter housings, signs and directions

- Provides to the Downtown Manager statistics on repairs.

### **Revenue Collection Worker**

- Removes bill and coin compartments from meters as notified.
- Deposits funds with City's banking institution through a lock box account.
- Balance meter collections against records including credit/debit transactions.

### **Operations & Maintenance Program**

1. Parking Management – Provided by Downtown Manager
2. Cleanliness program – Provided by Public Works/Parks Department  
*Provides cleaning of sidewalks and alleys on a weekly basis including power washing of soiled areas*  
*Semi annual power washing of all sidewalks under contract*  
*Emptying of trash cans on a regular basis*  
*Removal of graffiti on newspaper boxes and other areas*  
*Removal of illegally postings/fliers*  
*Other maintenance duties as necessary*
3. Landscaping program – Provided by Public Works/Parks Department  
*Maintains planting beds in Heritage Square*  
*Maintains trees and grates in the Downtown area*
4. Event coordination by Downtown Manager with Parks and Recreation Department.
5. Marketing program by Downtown Manager
6. Annual Budget by Downtown Manager

# Parking

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## **Current Parking Supply**

Downtown Flagstaff has a current parking supply of 2,966 parking spaces. Of these, 2,133 parking spaces (72%) are in off-street parking areas and 833 spaces (28%) are located on-street. The on-street parking inventory includes both marked parking spaces and locations where on-street parking is possible but not currently marked. The amount of on-street parking was estimated based on block face lengths and street widths. The breakdown of parking spaces between the northern portion and the southern portion of downtown is as follows:

### **Parking Supply**

#### **North of Route 66**

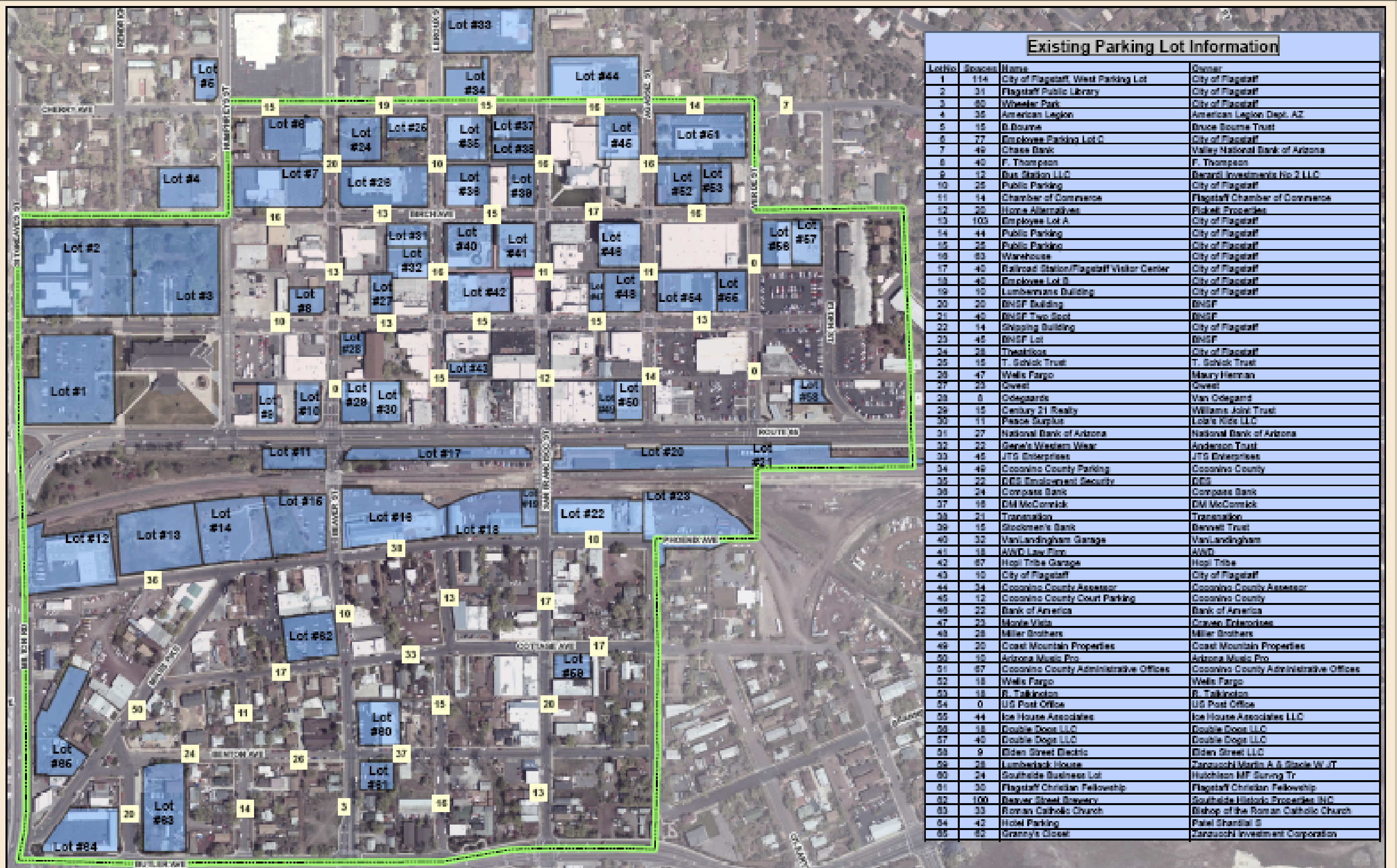
North Downtown on-street spaces-	385
North Downtown off-street spaces-	<u>1,364</u>
Total number of North parking spaces-	1,749

#### **South of Route 66**

South Downtown on-street spaces-	448
South Downtown off-street spaces-	<u>769</u>
Total number of South parking spaces-	1,217

The following graphic illustrates the off-street and on-street parking supplies in the downtown area. The totals include the number of spaces located in each off-street parking lot, as well as the number of on-street parking spaces on each street (both sides of each street per block).





# Downtown Parking Supply City of Flagstaff - Community Investment Division - July 2006

Legend  
 Proposed Improvement District  
 Existing Parking Lots  
 Ordained Parking

1 inch equals 300 feet



## **Estimated Current Parking Demand**

While detailed parking occupancy counts for the downtown area were not completed as part of the initial study process, estimates for existing parking demand were calculated by City staff using available land-use information. Based on land-use data from 2000 provided by the Flagstaff Metropolitan Planning Organization (FMPO), City staff estimated parking demand using current Land Development Code (LDC) parking requirements (e.g., five parking spaces per 1,000 square feet of office space). With over one million square feet of developed space in the downtown, existing City parking requirements would estimate that over 6,100 parking spaces would be needed.

However, standard City parking requirements would typically require more parking than is necessary in a downtown environment. This is due to several mitigating factors. First, many downtown visitors and employees visit more than one land use without parking a vehicle each time. For example, a downtown employee may park a vehicle at the beginning of the day for work, but get lunch nearby without moving their vehicle. Second, there are generally more alternative transportation options in a downtown environment than there may be in a suburban setting. Finally, downtown parking needs can be reduced due to the impact of shared parking.

Shared parking is defined as parking that can serve more than one single land use, without conflict. Shared parking is generally applied to mixed-use developments, or downtown developments composed of several different land uses (e.g., retail, office, theater) that are significantly integrated. Shared parking reduces the amount of parking needed for a mixed-use development (or other groupings of adjacent land uses) as the effect of sharing parking requires fewer spaces than the sum of the parking needed for the individual land uses. For example, the parking demand for a theater would typically peak during evening hours when the parking needs of a nearby office would be low – therefore, these land uses could share a common parking supply without conflict.

Shared parking demand can be estimated using the Shared Parking Model developed by the Urban Land Institute (ULI). Based on the 2000 land-use data provided by FMPO, the ULI Shared Parking Model would calculate an estimated parking demand for the downtown study area of approximately **4,662 parking spaces**. This estimate does not include single-

family detached homes or churches, and estimates any vacant space as office space. Parking demand for museums, warehouses, and the rail station were added to the shared parking results for the other land uses based on parking ratios estimated by FMPO. This estimate does not include any additional adjustments for drive ratios (the ratio of people driving in single occupancy vehicles to the land use versus using another form of transportation) and captive market ratios (the ratio of people using more than one land use). These factors will vary from location to location and will depend on many variables such as parking fees, transportation options, traffic issues, etc.

Assuming a shared parking need of approximately 4,662 parking spaces, it would appear that there is insufficient parking in downtown Flagstaff. With a total current parking supply of 2,966 parking spaces, a shortage of nearly 1,700 parking spaces could exist. Assuming a significant shortage of parking exists in the downtown, additional parking management strategies will be necessary to help ensure the efficient utilization of available parking supplies.

While this parking demand estimate provides an approximation of parking demand in downtown, existing and/or projected market conditions could substantially change demand estimates.

## **Downtown Parking Action Plan**

The following action plan was developed from an extensive list of suggestions from the community, business and property owner, Police Department, City Courts, and various city departments. See table on the next page as to the implementation of these goals.



Short-term goals were developed to:

- A1. Help visitors and locals know where they CAN park
- A2. Promote quicker turn-over rates in downtown on street spaces and initiate a funding mechanism for future parking needs (i.e. parking garage) with parking meters. Meters are controversial, and will be implemented with months of public education, and the first month of installation, there will be no tickets, just friendly reminders on how to use the meters and why the downtown is using them. Pay and Display solar-powered meters will be used.
- A3. Provide all day parkers (downtown employees) Phoenix Avenue parking lots and increase parking spaces on Phoenix Avenue parking lots.
- A4. Use modern parking enforcement technology for efficiency in monitoring, to influence all-day on street parkers, and for the software of the police department, finance, and city courts to have a convergence.
- A5. Tiered ticket pricing has been successful in other similar communities in increasing on street turn over and discouraging chronic all day parkers.
- A6. Have a means to manage the downtown like a modern shopping center.
- A7. Encourage safety and cleanliness in a friendly way.



Mid-term goals were developed to:

- B1. Understand annually what the parking needs are downtown.
- B2. Market Downtown Flagstaff locally, regionally, nationally and internationally.
- B3. Prepare for future infill projects to not add to the parking congestion and contribute to shared parking facilities.
- B4. Add more parking spaces in the most land-use efficient way (garages). The Downtown Redevelopment Plan, prepared by Field Paoli and Associates in 2001, lays out designs for mixed-use high density infill projects that incorporate parking garages with other needed uses.

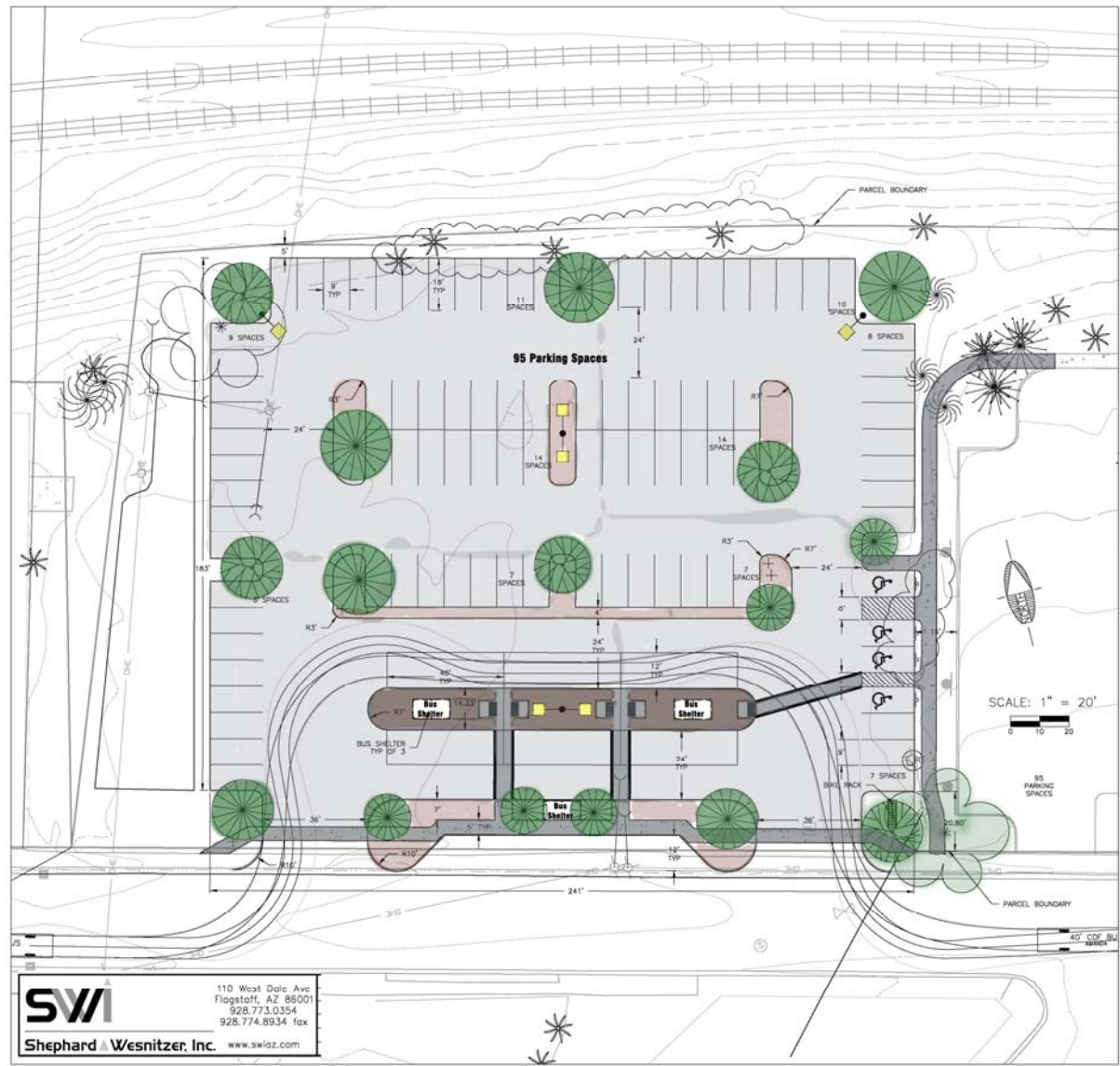


Alternative Modes of transportation is imperative in alleviating the need for more parking spaces, encourages community health, and helps realize many *Flagstaff Area Regional Land Use and Transportation Plan* goals.

## **Projected Downtown Parking Revenue and Expenses**

			<b>FY 08/09</b>	<b>FY09/10</b>	<b>FY 09/10</b>	<b>FY 10/11</b>	<b>FY 11/12</b>
<b>One Time Capital Expenditures</b>							
Meters	8,300.00	55	456,500.00				
Meters Southside		22		182,600.00			
Parking Lot Improvements							
Phoenix Lot 103 Space			250,000.00				
Meters for Phx Lots		6	49,800.00				
Meters for Train Station							
Lot		3	24,900.00				
Parking Ambassadors							
Bicycles			2,550.00				
GEM Repair and Enforcement			15,000.00				
Radios			3,000.00	1,300.00			
One-time Major sidewalk cleaning			152,000.00				
Solar Trash Compactors	4,100.00	10	41,000.00				
Bench Replacements	1,450.00	10	14,500.00				
			1,009,250.00	183,900.00			
<b>Ongoing Revenue</b>							
Meters			543,600.00	828,000.00	869,400.00	912,870.00	958,513.50
Phoenix Lot Monthly			22,500.00	23,625.00	24,806.25	26,046.56	27,348.89
Token Sales (80%)			4,000.00	4,000.00	6,000.00	6,000.00	6,000.00

<b>Total Revenue</b>	570,100.00	855,625.00	900,206.25	944,916.56	991,862.39
<b>Ongoing Expenses</b>					
Personnel					
Downtown Manager	90,000.00	94,950.00	100,172.25	105,681.72	111,494.22
Parking Ambassadors	95,700.00	143,555.00	151,450.53	159,780.30	168,568.22
Cleaning Staff (PW)	65,000.00	68,575.00	72,346.63	76,325.69	80,523.60
Maintenance/Collections	47,850.00	50,481.75	53,258.25	56,187.45	59,277.76
Uniforms	2,225.00	4,000.00	4,220.00	4,452.10	4,696.97
Meter Maintenance	34,500.00	40,000.00	42,200.00	44,521.00	46,969.66
Meter Paper Rolls	7,425.00	13,316.74	14,049.16	14,821.86	15,637.06
Tokens 5000	600.00	600.00	600.00	-	-
Marketing	25,000.00	30,000.00	35,000.00	50,000.00	75,000.00
Sidewalk Cleaning	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00
<b>Total Expenses</b>	443,300.00	520,478.49	548,296.80	586,770.13	637,167.49
Capital Repayment	126,800.00	335,146.51	351,909.45	358,146.43	354,694.91
Balance Remaining	(882,450.00)	(661,183.49)	(309,274.04)	48,872.39	354,694.91



## Phoenix Employee Parking Lot and Mountain Lion Transfer Station

The current gravel lot on Phoenix will be improved with pervious pavement and bus pullouts and will serve as parking for employees and as the Mountain Line Transfer Center. Meters will be installed that will allow all-day parking for the fee of \$1. Lot will be constructed and opened prior to the installation of meters. At a later date, the lot may serve as the connection for the proposed Downtown shuttle. Lot has been designed with sustainability in mind with pervious/used pavement technology except in the bus areas.





## **Pay and Display Parking**

Pay and Display Multi-Space meters provide many options for both the user and the City of Flagstaff. Pay and Display meters have been deployed all over the world and are a proven technology. Pay and Display Parking allows the patron to actually transport their parking payment to wherever they park in Downtown. Patrons purchase their amount of parking in one hour increments and display the receipt in their window. Pay and Display is used in 95% of cities that use multi-space meter technology.

### **Pay and Display Meters offer the following capabilities:**

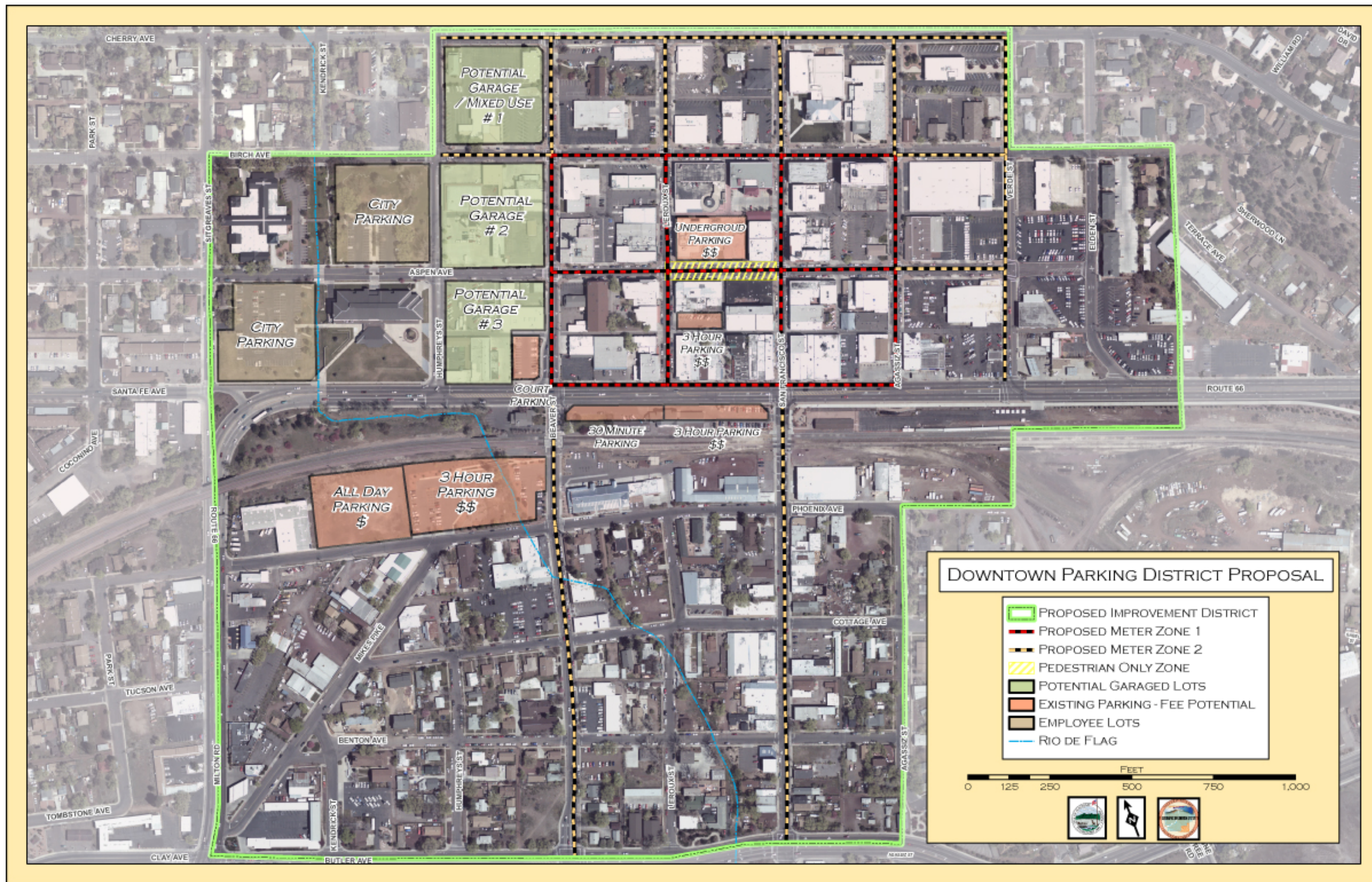
- Design easily recognized as a pay station
- Multiple levels of wireless access
- Large full screen that is easy to read



- Prompts in multiple languages
- Accepts coins, tokens, bills, credit and debit cards and cell
- Theft-proof design to protect coins and bills
- High levels of encryption for data security
- Custom color options
- Remote rate configuration
- Real time credit card processing
- Complete audit control
- Each station can alert City for maintenance, repairs or possible theft
- Audible alarms
- Integrated Solar







# Parking District Proposal

City of Flagstaff - Community Investment Division - March 2007





# Marketing

Currently, Flagstaff's downtown is all locally owned businesses, in which each individual markets their own business. The Downtown Manager's role of marketing the WHOLE of downtown will lead to the community and others seeing this as a destination to spend many hours. Giving the various users options for parking, eating and shopping ahead of time will bring in more business.

The Downtown Business Alliance (DBA) recently updated their website: <http://www.flagdba.com> and this is a great venue to list all events, businesses, sales, specials, etc. The challenge of maintaining exposure for all downtown businesses, whether DBA members or not, will have to be overcome.

The City of Flagstaff's Economic Development web page will host the events and updated information, as well as a link to the downtown website:

[www.cityofinnovation.com](http://www.cityofinnovation.com)

The Convention and Visitor's Bureau is also an ideal place to keep up to date information, and / or the link to the downtown website.

<http://www.flagstaffarizona.org>

The Northern Arizona Conference Center website could host a link to the downtown site: <http://www.meetinflagstaff.com>

Examples of marketing from other communities:

Mesa, Arizona – monthly newsletter inserted into local newspaper and e-mailed to a vast e-mail list. <http://www.downtownmesa.com> "...an entertaining, sometimes snarky newsletter that highlights all downtown has to offer." -- Arizona Republic, April 2007

The Downtown Focus is Downtown Mesa Association's publication promoting people, places and events in downtown Mesa, Arizona.



## Solar Trash Receptacles

Big Belly Trash Compactors have been recognized worldwide and featured as a Time Magazine innovative product.

The BigBelly® System is a patented compacting trash receptacle that is completely self-powered. Instead of requiring a grid connection, BigBelly uses solar power for 100% of its energy needs. The unit takes up as much space as the "footprint" of an ordinary receptacle—but its capacity is five times greater. Increased capacity reduces collection trips and can cut fuel use and greenhouse gas emissions by 80%. BigBelly also provides cost efficiencies from labor savings, fuel cost and maintenance savings, as well as environmental benefits from reduced emissions of greenhouse gases and other pollutants. Safe, easy to use, and designed to keep out pests, the BigBelly has already proven its worth in urban streets, parks, colleges, arenas—and in all weather conditions.

- Designed for safety: prevents access inside the unit
- Rubbish can be thrown away even during a compaction cycle
- Sized to prevent illegal dumping
- Keeps rubbish neatly contained
- Keeps out pests, birds, and rain
- ADA-compliant handle height (42")





**JIM POSS**  
SEAHORSE POWER CO.  
NEEDHAM, MASS.

## Bringing Sunshine to Trash

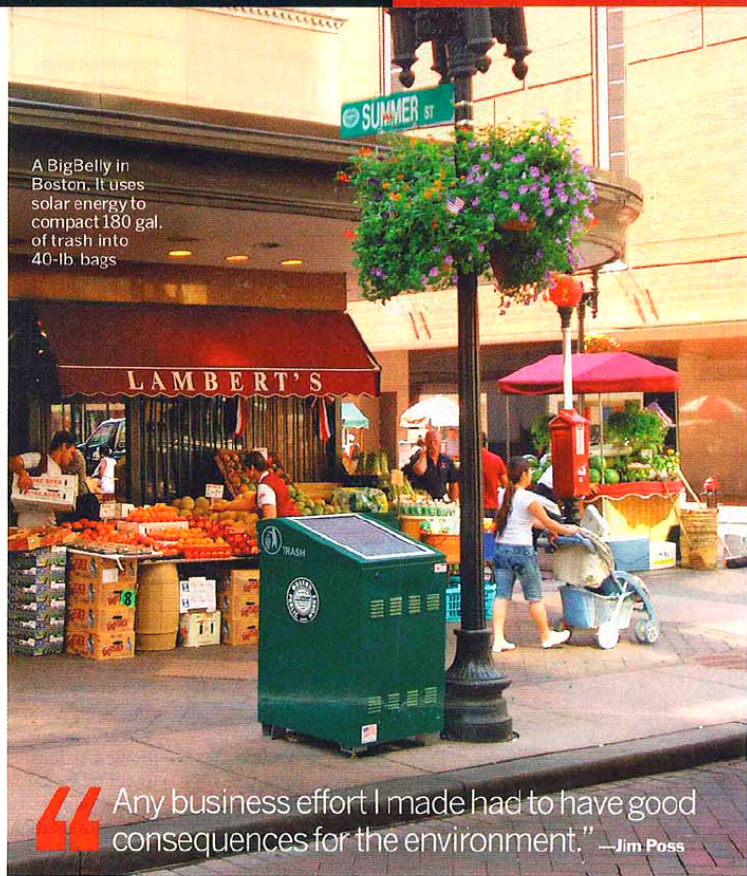
JIM POSS HAS A DIRTY LITTLE HABIT. THE alternative-energy entrepreneur is fixated on trash—collecting it, that is. “The U.S. spends more than \$45 billion a year to haul away garbage,” Poss explains. “That’s 180,000 diesel-burning trucks on our streets every day.” Plus, those trucks roll, spewing pollution in their wake, whether trash cans are full or empty. As Poss puts it, “I just knew there had to be a better way.” So he invented one: the solar-powered BigBelly Cordless Compaction System.

More than 300 BigBellys line streets from Massachusetts to California today, and their appeal is easy to see. Once BigBellys have been installed, the stinky, overflowing trash cans found on urban corners are no more, replaced by what looks like a large newspaper-

Poss started Seahorse in 2003 with \$10,000. His cans are now in use across the U.S.



A BigBelly in Boston. It uses solar energy to compact 180 gal. of trash into 40-lb. bags



“Any business effort I made had to have good consequences for the environment.” —Jim Poss

vending machine that collects rather than distributes. Because the unit can hold at least four times as much as a standard can, trash needs to be collected less often.

Poss has made a career of renewable-energy engineering. He has created a wave-powered generator, various hybrid engines and has worked in solar. In 2003 he started Seahorse Power, which makes BigBelly, using start-up funds from his Babson College M.B.A. program. “Any business effort I made had to have good consequences for the environment,” Poss says.

In the New York City borough of Queens, 44 BigBellys have cut down on pickups 70% since the city deployed the units a year ago. “We’re very pleased,” says Joseph Leary, spokesman for New York Power Authority. “People appreciate the equipment as a sensible application of renewable-energy technology.”

Large and green, the BigBelly from

the outside also resembles a mailbox. “We don’t want people putting their tax forms in there,” joked Boston official Timothy McCarthy as he introduced Beantown’s 50 BigBellys to residents. It’s the mechanics inside that makes the trash compactors so distinctive. Each is equipped with a 40-watt solar panel connected to a 12-volt battery, which runs the motor (the battery guarantees that the BigBelly works rain or shine). At 540 lbs., it’s not easy to steal. The unit costs about \$4,000, about 10 times the price of a conventional garbage can.

When the bin is full, sensors trigger gears that then compact 180 gal. of waste into 40-lb., easy-to-collect bags. An LED display indicates when the trash is ready to be picked up. Poss has plans for that system to be replaced by a wireless one that will signal when the can is full. —By Kathleen Kingsbury

# Events

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The downtown hosted 129 events downtown in 2007, which included such venues as music groups, movies, animal adoption exhibits, community health events, outdoor gear swaps, classic car shows and civic events. Most every weekend saw thousands of people, both local and visitors to Flagstaff, enjoy the historic downtown scene.

Along with the positive impacts of economic development and celebration come challenges to hosting large groups of people. Various City departments deal with the permitting process, street closures, trash control, clean up, crowd control, toilet facilities, landscaping, marketing of the events as well as alerting all downtown businesses of upcoming events. Coordinating all of the details is currently not up to one person, but a group of dedicated individuals. The Downtown Manager's role of synchronizing all aspects of downtown events will lead to a more cohesive event management system.

# Signage

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Opportunity for

- Branding
- Marketing
- Good Design



Existing Directional Signage - Opportunity for Clarity



Many signs could become..... one large well designed sign.



## Main Street Program

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# What is the Main Street Approach to Commercial District Revitalization?



Stacy Mitchell ©

The Main Street Four-Point Approach™ is a community-driven, comprehensive methodology used to revitalize older, traditional business districts throughout the United States. It is a common-sense way to address the variety of issues and problems that face traditional business districts. The underlying premise of the Main Street approach is to encourage economic development within the context of historic preservation in ways appropriate to today's marketplace. The Main Street Approach advocates a return to community self-reliance, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets: distinctive architecture, a pedestrian-friendly environment, personal service, local ownership, and a sense of community.

The Main Street Four-Point Approach™ is a comprehensive strategy that is tailored to meet local needs and opportunities. It encompasses work in four distinct areas —



Design, Economic Restructuring, Promotion, and Organization — that are combined to address all of the commercial district's needs. The philosophy and the Eight Guiding Principles behind this methodology make it an effective tool for community-based, grassroots revitalization efforts. The Main Street approach has been successful in communities of all sizes, both rural and urban. Find out if the Approach is right for your community.

The Main Street approach is incremental; it is not designed to produce immediate change. Because they often fail to address the underlying causes of commercial district decline, expensive improvements, such as pedestrian malls or sports arenas, do not always generate the desired economic results. In order to succeed, a long-term revitalization effort requires careful attention to every aspect of downtown — a process that takes time and requires leadership and local capacity building.

## The Four Points

The National Trust Main Street Center offers a comprehensive commercial district revitalization strategy that has been widely successful in towns and cities nationwide. Described below are the four points of the Main Street approach which work together to build a sustainable and complete community revitalization effort.

**Organization** involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and standing committees make up the fundamental

"The four-point approach works because it gives every person a chance to be listened to, giving each a platform to do what they think is vital and important for the downtown."  
*Julie Irish, Program Manager,  
Peabody Main Street,  
Kansas*



organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

**Promotion** sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

**Design** means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.

**Economic Restructuring** strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district. Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

# The Main Street Four-Point Approach™ to commercial district revitalization

## *Eight Principles of Success*

The National Trust Main Street Center's experience in helping communities bring their commercial corridors back to life has shown time and time again that the Main Street Four-Point Approach succeeds. That success is guided by the following eight principles, which set the Main Street methodology apart from other

"For the longest time, we all waited for a white knight to ride into town and fix the problem. But the Main Street people made us realize that the only way to get it done right was to do it ourselves."  
Russell Thomas, mayor of Americus, Georgia

redevelopment strategies. For a Main Street program to be successful, it must wholeheartedly embrace the following time-tested Eight Principles.

- **Comprehensive:** No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is *essential*.
- **Incremental:** Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening" in the commercial district. As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.
- **Self-help:** No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

- **Partnerships:** Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.
- **Identifying and capitalizing on existing assets:** Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.
- **Quality:** Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.
- **Change:** Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes Main Street can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
- **Implementation:** To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.

## Case Studies

### Old Town Pasadena, California – A Case Study

Unburdened from parking requirements, Old Pasadena has done well compared with the rest of the city. Its sales tax revenue increased rapidly after parking meters were installed in 1993, and is now higher than in other retail districts in the city (Figure 16-3). In 1994, Old Pasadena's sales tax revenues surpassed those of Plaza Pasadena, the nearby shopping mall-complete with free parking-that the city had assisted with a \$41 million subsidy in the 1970s. With great fanfare, Plaza Pasadena was demolished in 2001 to make way for a new redevelopment with storefronts that resemble Old Pasadena. In 1998, Old Pasadena's sales-tax revenues also surpassed those of South Lake Avenue, formerly the city's premier shopping district, which still has no parking meters.<sup>24</sup>

Figure 16-3



### Parking Subsidies Have Opportunity Costs

Some cities restrict the use of parking meter revenues to fund off-street parking. The fallacy of this superficially appealing policy is clear when we recognize that alternative uses for the money may be far more valuable. Old Pasadena could have used its annual \$1.2 million of meter revenue to subsidize the public garages, for example. The garages might then offer everyone three or four hours of free parking,

rather than only 90 minutes. But parking subsidies have opportunity costs - the alternative possible uses of the money. Would Old Pasadena be better off today with free curb parking but dirty sidewalks, dilapidated alleys, no street trees or historic street lights, and less security? No. Old Pasadena is now a place where everyone wants to be, rather than merely another place where everyone can park free.

### **A Tale of Two Business Districts – Pasadena & Westwood Village**

To examine how parking policies affect urban outcomes, we can compare Old Pasadena with Westwood Village, a business district in Los Angeles that was once as popular as Old Pasadena is now. In 1980, anyone who predicted that Old Pasadena would soon become hip and Westwood would fade would have been considered crazy. Since the early 1980s, however, the Village has declined as Old Pasadena thrived. What explains these different outcomes?

Except for their parking policies, Westwood Village and Old Pasadena are similar. Both are about the same size, both are historic areas, both have design review boards, and both have BIDS. Westwood Village also has a few advantages that Old Pasadena lacks. It is surrounded by extremely high-income neighborhoods (Bel Air, Holmby Hills, and Westwood), and is located between UCLA and the high-rise corridor of Wilshire Boulevard, which are both sources of many potential customers. Old Pasadena, by contrast, is surrounded by moderate-income housing and low-rise office buildings. Tellingly, although Westwood Village has about the same number of parking spaces as Old Pasadena, merchants assume that a parking shortage explains the Village's decline, just as merchants everywhere do whenever a business district has difficulty attracting customers. In Old Pasadena, however, parking is no longer a big issue. The *Los Angeles Times* has published many articles about the changing fortunes of Westwood Village and Old Pasadena, and a selection of headlines suggests the different outcomes of their different parking policies (see box). Consider how the different curb and off-street parking policies explain the different outcomes.

### **Market-Priced Curb Parking Helps Businesses**

First, consider the two cities' curb parking policies. A study in 2001 found that the average curb-space occupancy rate in Old Pasadena was 83 percent, which is about the ideal rate to assure available spaces for visitors.<sup>25</sup> The meters thus reduce the congestion previously caused by drivers cruising for free parking (see Chapters 11-14). Because all the meter revenue stays in Old Pasadena, the merchants and property owners understand that market-priced curb parking helps business. The meter revenue has financed substantial public investment in sidewalk and alley improvements that attract visitors to the stores, restaurants, and movie theaters.

In contrast, Westwood's curb parking is under priced and overcrowded. A parking study in 1994 found that the curb-space occupancy rate was 96 percent during the peak hours, making it necessary for visitors to drive around searching for a vacant space. Nevertheless, the city reduced meter rates from \$1 to 50¢ an hour, in response to merchants' and property owners' plea that cheaper curb parking would stimulate business." Because off-street parking in any of the 18 private lots or garages in Westwood costs at least \$2 for the first hour, drivers have an incentive to hunt for cheap curb parking rather than park off-street. The result is a chronic shortage of curb spaces, under use of the off-street ones, and loud complaints about the parking shortage. The 1994 study found that only 68 percent of the Village's 3,900 off-street parking spaces were occupied at the peak daytime hour (2 p.m.). Nevertheless, the shortage of curb spaces (which are only 14 percent of the total parking supply) creates the impression of an overall parking shortage.<sup>27</sup> Westwood's meter revenue disappears into the city's general fund, and its sidewalks and alleys are crumbling (see Figure 16-4).

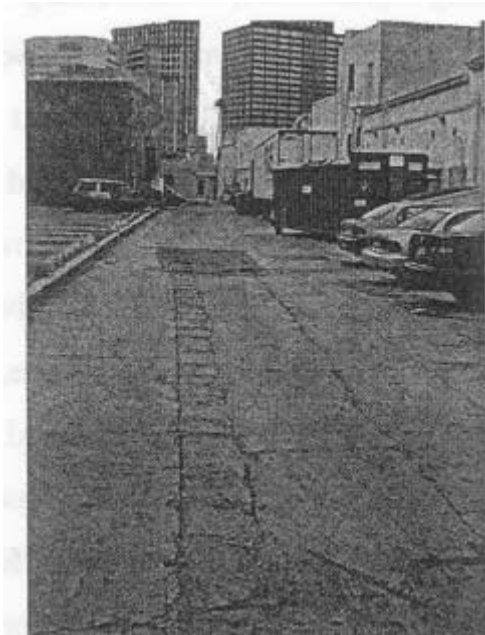
Figure 16-4



Westwood Village



Old Pasadena



Westwood Village



Old Pasadena



## *Off-Street Parking Requirements Hinder Reinvestment*

Next consider the two cities' off-street parking policies. Old Pasadena's parking credits make it easy to open a new business in an old building, or to construct a new building on a vacant lot that had been used for surface parking. In contrast, Westwood Village's parking requirements prevent many potential businesses from reusing old buildings. If a new use would require more parking spaces than the existing use, businesses must provide more parking spaces, a difficult task. Buildings that have been vacant for more than a year must provide all the parking spaces required for any new use, and this stringent policy can make adaptive reuse prohibitively expensive.

Westwood Village also has a "replacement parking" requirement that freezes land used for surface parking. Anyone who wants to build anything on an existing parking lot must provide all the parking spaces required for the new use *and replace 50 percent of the surface parking spaces* already on the land.<sup>28</sup> With this replacement requirement, landowners "owe" the city half the parking spaces that they have previously supplied voluntarily. The heavy burden of meeting the replacement requirement discourages the redevelopment of parking lots.<sup>29</sup>

Although the 1994 parking study found that 1,200 off-street spaces were vacant during the peak hour, the visible shortage of curb parking persuaded Los Angeles to build a 380-space municipal parking garage in the Village in 1998, at a cost of \$29,800 a space.<sup>30</sup> Because the curb spaces directly in front of the garage are unmetered, the perception of a parking shortage persists; everyone can see that the most visible spaces are always fully occupied. An expensive new parking structure cannot solve a shortage of under priced curb spaces, because mispricing, and not a raw shortage of parking, is the real problem.

Twenty years ago, people from Pasadena would drive 20 miles to Westwood Village to shop, have dinner, go to a movie, and walk around. Now, people from Westwood drive 20 miles to Old Pasadena to shop, have dinner, go to a movie, and walk around. In an interview with the *Los Angeles Times* in 2004, a longtime property

owner and chair of the Old Pasadena PMZ, Marilyn Buchanan, explained how parking meters helped turn Old Pasadena around.

We've come a long way. This might seem silly to some people, but if not for our parking meters, it's hard to imagine that we'd have the kind of success we're enjoying. They've made a huge difference. At first it was a struggle to get people to agree with the meters. But when we figured out that the money would stay here, that the money would be used to improve the amenities, it was an easy sell.<sup>31</sup>

In the same article, interviews with shoppers confirmed Buchanan's view. Consider this response:

This place, it's perfect, really. They've kept the buildings and the streets well. That makes it so attractive. People are walking around because they like the way it looks and feels. It's something you just don't see in Los Angeles. As a driver, I don't mind paying more for what you have here. I tell you what: For this, I will pay.<sup>32</sup>

The Old Pasadena Westwood Village comparison suggests that parking policies can help some areas rebound, and leave others trapped in a slump. Old Pasadena would still be struggling if it had kept curb parking free, had increased its off-street parking requirements, had not built public parking structures, and had not established the parking credits program. Westwood Village would probably have retained its original luster rather than fallen into a long economic decline if it had always charged market prices for curb parking, had spent the revenue on public services, and had relaxed the off-street parking requirements. The economic development slogans "Parking is Power" and "Parking is Destiny" have some meaning, but they do *not* mean that more free parking is always better. Market-priced curb parking that finances public investment helps an area to thrive, but under priced curb parking can hurt it. Off-street parking that is well-located and well-designed also helps an area, while poorly-designed, ubiquitous off-street parking can hurt it. The exactly opposite parking policies in Old Pasadena and Westwood Village have surely helped determine their different fates. As the signs on Old Pasadena's parking meters say, "Your meter money makes a difference." Old Pasadena has literally pulled itself up by its parking meters.

## **Interview with Professor Donald Shoup, author of “The High Cost of Free Parking” and parking management in Pasadena**

Professor Donald Shoup>> That's right. There were no parking meters until 1992.

People complained that there was no place to park, although it was the shop owners and employees of the few shops that parked here and complained that their customers had no place to park. The city wanted to put in meters, but the merchants were afraid it would chase away the few customers they had.

Val Zavala>> After arguing over meters for two years, the city finally made merchants an offer they couldn't refuse.

Professor Donald Shoup>> What turned the tide is the city said to the property owners and merchants and residents, "If we put in parking meters, Old Pasadena keeps the revenue for public facilities" and, like that, they changed their attitude and they said, "Let's run the meters until midnight and let's run them on Sunday."

Val Zavala>> (Laughter) Because the money would stay here.

Professor Donald Shoup>> It pays for all the wonderful services that you see in Old Pasadena. It's over a million dollars a year to pay for the debt service, all the money they borrowed for the sidewalks and the alleys, which were completely cleaned up. You know, alleys are usually dumps.

Val Zavala>> Just quarters from parking meters?

Professor Donald Shoup>> That's right. If you (laughter) run them until midnight and on Sunday, and all the money that comes in the parking meter comes out the other side and cleans the sidewalk, it makes a huge difference. I mean, the city is doing what only the city can do which is to provide the public services that make it an attractive area. Then the landlords responded by fixing up all their buildings. Merchants came in and it produces a lot of tax revenue as well.

Val Zavala>> That million dollars a year goes for landscaping, advertising, security. Graffiti is removed every day and the sidewalks are steam-cleaned twice a month. They were also very smart in terms of PR. They let people know specifically that the money was going to stay local?

Professor Donald Shoup>> That's right. They had a graphic artist produce a wonderful poster that could go into everybody's shop windows showing what was going to happen with this money, that they were going to rebuild the alleys, for example, which were dumps everywhere, as they are in the United States.

They cleaned them out, they put the wires underground, they planted trees and now they open out into restaurants and shops. People love to wander in the alleys of Old Pasadena. How many people want to go into the alleys in downtown or in Hollywood or in Westwood? I think that they've created a wonderful opportunity for small businesses to open up.

Val Zavala>> Street parking in Pasadena costs \$1.25 an hour. It may seem steep, but Professor Shoup says the price is very important.

Professor Donald Shoup>> The right price for parking is the lowest price you can charge and still have a few vacant spaces.

Val Zavala>> So you want to make it low enough so that people won't be deterred, but high enough so that they won't park their all day.

Professor Donald Shoup>> That's right. Whenever you drive along the street, you'll see maybe one out of eight spaces might be vacant. Nobody can say there's no place to park.

Val Zavala>> Well, except for these days, it's getting so crowded. People are starting to complain there's no place to park in Old Pasadena.

Professor Donald Shoup>> Well, another good thing they did was to build a couple of

off-street parking structures with ground floor retail and the first ninety minutes is free. So if anybody complains about the price of parking here, they can get ninety minutes of free parking in a parking structure.

Val Zavala>> There are, of course, the down sides like hunting around for quarters or getting stuck with a ticket. But overall, says Professor Shoup, the benefits far outweigh the inconveniences.

Professor Donald Shoup>> People are paying for parking, but those payments have provided the catalyst for everything that you see going on here in Old Pasadena. Just think of all the jobs here that are supporting families. This area didn't have any jobs before. I think that a sensible use of the parking revenue has led people to say, yes, it is a good idea to charge for parking because all the money will come right back to benefit the people as soon as they get out of their car.

As soon as you get out of your car on Colorado Boulevard, you step into a fine public environment. Now I think that's a lot better than having a place that people will come to only because the parking is free. I think we've made Old Pasadena a place where people want to be and they're willing to pay to be here and that's a lot better than having a place with lots of parking and nobody really wants to be there.

Val Zavala>> And now downtown Los Angeles, Westwood and Eagle Rock are all looking very closely at the parking meter policy that has turned Old Town Pasadena into the city's most lucrative shopping district.

Professor Donald Shoup>> One of the advantages of a region like Los Angeles is that some cities try out good ideas and the other cities can just look and say, "Well, we could do that", or their citizens could tell their leaders, "Well, why don't you do that?"

Val Zavala>> And consider this: more real estate is devoted to parking than any other purpose in our cities, more than retail, more than offices, more than government.

Professor Donald Shoup>> Well, it's the single biggest land use in any city. You know, I think that the surprising thing is that nobody's really looked at it carefully before.

Val Zavala>> In fact, Professor Shoup believes that real estate is so expensive here in California that no parking should be free, but then Americans are spoiled.

Professor Donald Shoup>> Americans park free on ninety-nine percent of all their vehicle trips. It's not my estimate. It's by a professor up at UC Davis. The annual subsidy for parking in the United States is somewhere between what we spend for Medicare and national defense.

Val Zavala>> But that seems so anti-American, not to have free parking or ample parking. We are so spoiled.

Professor Donald Shoup>> On the other hand, I think it's very American to charge people for something they use. I don't think we should think of America as the place where people are free-loaders, that they expect something for nothing.

## **PARKING BENEFIT DISTRICTS – Sonoma County**

Nothing keeps people dependent on cars as much as free parking. It is by far the largest subsidy of the automobile. Although many people think of subsidies as government payments that come from taxes, most automobile subsidies are not, and thereby escape the scrutiny given to tax expenditures. Basically, a subsidy is any cost of providing for a transportation mode that isn't paid by the user in direct relation to use.

In fact, it is primarily this parking subsidy that leads to tax subsidies for transit. Transit systems can't provide sufficient service to be attractive where parking is free, because the market can't develop, and so the tax subsidies are needed to shore up the system. And for those really short trips where walking or cycling would be

effective substitutes, the parking subsidy is an even larger contribution to the cost of a car trip.

Free curb parking is so ubiquitous in Sonoma County that it would be futile to suggest charging for it everywhere. But there are a few places where charging would make a lot of sense. They are easy to recognize: the locations where people are frustrated by a lack of curb parking for quick errands.

Yet even where curb parking is hard to find, few residents or merchants would ask for parking to be metered. Instead, they typically promote additional off-street parking. Yet when this is provided, at great cost, the problem is seldom solved, because people are really looking for curb parking, and don't consider off-street parking a satisfactory substitute.

People resist curb metering because it is basically an additional tax on themselves or their customers or guests. But what if were instead a source of income?

That's what curb metering became in Pasadena's Old Town:" Parking meters were installed in Old Pasadena to provide an effective tool to encourage drivers to keep parking as short as possible. This allows other drivers to use these convenient, short-term parking spaces close to retail shops, restaurants and other businesses.

Revenue collected from the parking meters is used to maintain the streets, sidewalks and alleys in Old Pasadena. Soon you will notice new signs, lighting, pedestrian-friendly alleys and other improvements to restore Old Pasadena's historic beauty paid for with parking meter revenues." (From the Pasadena website)

These "Parking Benefit Districts" could be established anywhere there is a "parking problem", not just in Pasadena, and not just in commercial areas. People in downtown neighborhoods impacted by spillover commercial parking might be inclined toward generosity if they knew the revenues collected could be used for neighborhood improvements. They could even exempt their own cars if they wanted.



## **"FREE" PARKING**

Parking isn't free; it is just paid for by everybody but the driver. It is a subsidy twice as costly as providing everyone with free gasoline. The source of the subsidy is the requirement for minimum parking imposed on building construction. Why should a major cost of the automobile infrastructure be imposed on developers, but nothing for transit infrastructure?

Part or all of the requirement could be replaced by in-lieu parking fees. For each space required but not built, the developer would pay a fee based on the cost of constructing a space. In-lieu fees are equivalent to impact fees. If the in-lieu fees are set to equal the cost of constructing the parking they are embarrassingly large, far larger than all other usual fees combined.

When viewed from this perspective, another option becomes obvious; reduce the need for parking. There is no difference in result between paying the cost of providing a parking space and paying the cost of eliminating the need for a space.

Eco-passes, which are transit passes provided to all employees by an employer, are priced according to their likelihood of use, typically far less than an individually purchased transit pass. It is far cheaper for the employer to pay for eco-passes than to pay parking in-lieu fees, to achieve the same parking space result.

## **Appendices**

### **Arizona State Statutes:**

**ARS § 28-627** – A local authority may regulate the standing or parking of vehicles, appoint peace officers and / or unarmed police aides, who are employed by the police department and who are empowered to commence an action or proceeding before a court or judge for a violation of the local authority's ordinances regulating the standing or parking of vehicles.

**ARS § 28-872** – officer may have a car moved (towed) when in violation

**ARS § 28-885** – officer may issue a parking violation citation

### **City of Flagstaff Code – Parking regulations:**

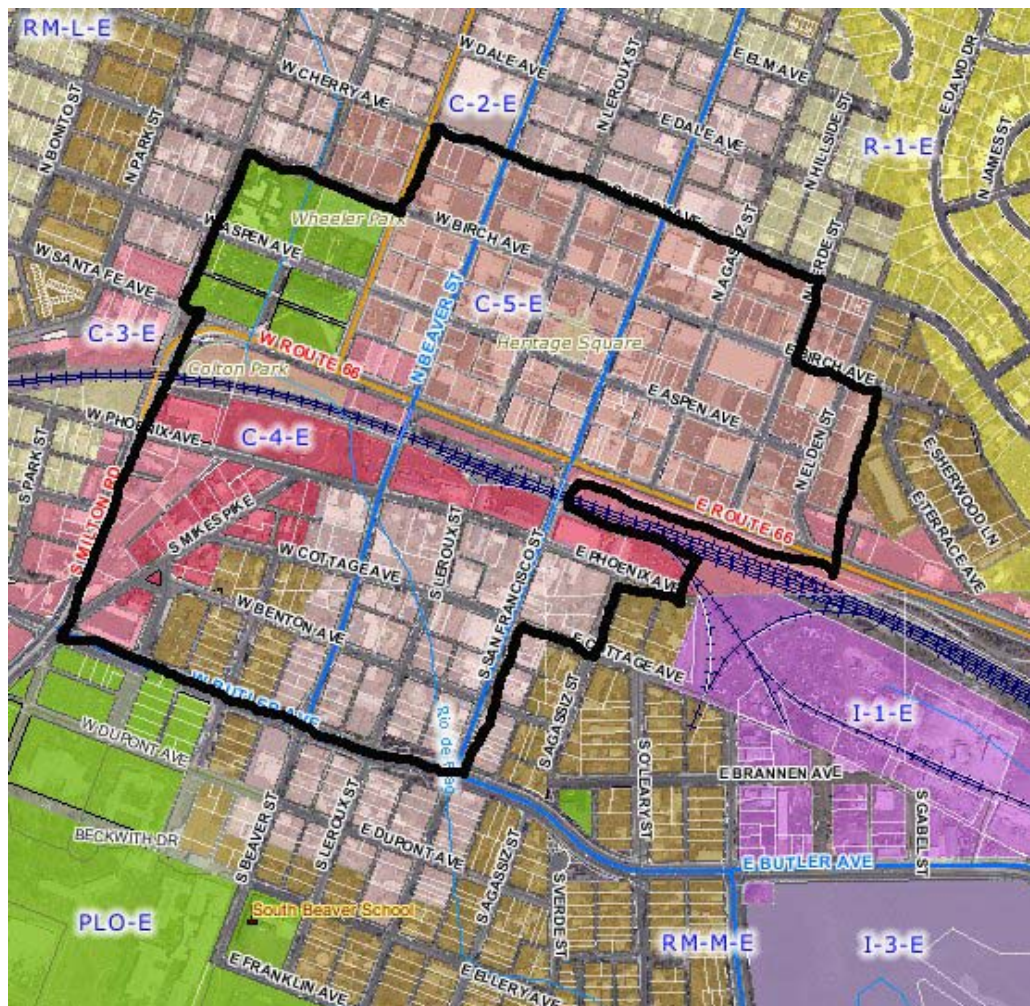
Chapter 10-07: Parking, Loading, And Access & Private Street Requirements

**Parking requirements are by use** (uses below are those found in the downtown area):

<b>Use</b>	<b>Spaces per:</b>	<b>For every:</b>
Single Family	2	Dwelling unit
Multi-family	1.5 / 2 / 3	1 bdrm / 2-3 bdrms / 4+ bdrms
Bank	1 / 5	200 gross sqft / drive-in lane
Convenience Grocery	1 / 1	250 gross sqft / employee
Furniture / appliance store	1	600 gross sqft
Hotel or motel	1 / 1 / 1	Room / (3) employees / (3) persons max.capacity meeting space
Building materials	1	400 sqft customer / 2000 sqft warehouse
Private Club	1	(3) Persons max. capacity
Repair service	1 / 1	300 gross sqft / employee
Restaurant	1 / 1	100 gross sqft / employee
Church	1 (or) 1 / 1	250 gross sqft (or)

		(4) patrons / employee
Day or Nursery School	1 / 1	Employee / (10) students drop-off
Lodging houses, boarding	1 / 1	Room / owner
Libraries and museums	1 (or) 1 / 1	250 gross sqft (or) (4) seats / employee
Office, general	1	300 gross sqft
Public service use	1 / 1	Employee / company vehicle

### Parking requirements by zoning district:



Zoning	Parking Requirement
R-M-M-E Residential Multi-family	As per Chapter 10-07 of the LDC

C-2-E Community Commercial	As per Chapter 10-07 of the LDC
C-4-E Commercial Service District	As per Chapter 10-07 of the LDC
C-5-E Central Business District	<p>10-02-005-0016.G.</p> <ol style="list-style-type: none"> <li>1. An enclosed building addition that results in an increase in the gross floor area of 25% or more.</li> <li>2. A new building that is constructed on a previously vacant site</li> </ol> <p>That portion of a new building or addition's gross floor area that exceeds the site's previous existing building's gross floor area, excluding decks and patios.</p>

## **Downtown Events Log – 2007 - City of Flagstaff Parks & Recreation**

<b>Date</b>	<b>Event Name</b>	<b>Location</b>	<b>Org.</b>	<b>Level</b>
2/10/07	Puppy Love on the Square	Heritage Square	FIDO & 2nd Chance Center	C
2/25/07	Snowball Slide	Street Closure	Flagstaff Assistance League	A
3/24/07	United for Peace	Street Closure/Wheeler Parking lot	Individual	A
4/1/07	Foolish Dog Tricks	Heritage Square	Literacy Volunteers	C
4/6/07	Cross Walk	Heritage Square	Grace Christian Center	C
4/6/07	CSPAN	City Hall Parking Lot	CSPAN?CVB	C
4/11/07	Help is Here Express Tour Bus	Wheeler Parking	Partnership for Prescription Assist	C
4/14/07	Du Disc Golf Philanthropy	Thorpe Park Disc Golf	Deta Upsilon Fraternity	B
4/16/07	Take Back the Night	Heritage Square	Northland Family Help Center	C
4/21/07	Earth Day	Wheeler Park/Parking Lot	Earth Day	C
4/22/07	Community Unity	Heritage Square	Save the Peaks Coalition	C
4/27/07	Clothesline Project	Heritage Square	Northland Family Help Center	C
4/28/07	Bible Marathon	City Hall Front Lawn	Individual	B
4/29/07	Classic Car Club CARavan	City Hall Parking Lot	Arizona Chapter Classic Car Club of America	C
5/3/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
5/4/07	Movies on the Square	Heritage Square	DBA	B
5/4/07	Pets in the Pines	Wheeler Park/Parking Lot	Second Chance Center	C
5/4/07	Canyon Movement Co	Heritage Square	Heritage Square Trust	B
5/5/07	Canyon Movement Co	Heritage Square	Heritage Square Trust	B
5/5/07	Flagstaff Gear Swap	Phoenix Parking Lot	Four Season Outfitters	B
5/11/07	Movies on the Square	Heritage Square	DBA	B
5/13/07	Bike to Work Week Bazaar	Heritage Square	Flagstaff Biking.org	B
5/14/07	Bike to Work Week Assembly	Heritage Square	Flagstaff Biking.org	A
5/17/07	Comm. Coalition Press Conference	Heritage Square	National Nurses Org. Committee	C
5/18/07	Movies on the Square	Heritage Square	DBA	B
5/19/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
5/19/07	Armed Forces Day	Street Closure	American Legion	A
5/24/07	Thursdays on the Square	Heritage Square	Flag Live	B
5/25/07	Movies on the Square	Heritage Square	DBA	B
5/25/07	Flagstaff Fine Arts and Crafts Festival	Wheeler Park/Parking	Dixie Green Productions	B
5/26/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
5/26/07	2007 Summit Center Classic	Heritage Square/Street Closure/Thorpe	Flag Velo Biking	A
5/27/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
5/28/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
5/31/07	Thursdays on the Square	Heritage Square	Flag Live	B
6/1/07	Movies on the Square	Heritage Square	DBA	B

6/1/07	Salute to Community Service	Heritage Square	Masons	C
6/2/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
6/2/07	Fashion Show	Heritage Square	Individual	B
6/2/07	NACA Sacred Mountain Prayer Run	Thorpe Park FUTS and Ramada	Native Americans for Community Action	C
6/3/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
6/6/07	Concerts in the Park	Wheeler Park	City of Flagstaff	C
6/6/07	Pride in the Pines	Wheeler Park/Street Closure	Northern Arizona Pride Assoc.	A
6/7/07	Thursdays on the Square	Heritage Square	Flag Live	B
6/8/07	Movies on the Square	Heritage Square	DBA	B
6/9/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
6/9/07	24th Annual Chili Cookoff	Thorpe Park parking lot and Ramada	Flagstaff Chili Society	C
6/10/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
6/13/07	Concerts in the Park	Wheeler Park	City of Flagstaff	C
6/13/07	Teddy Bear Picnic	Wheeler Park	Public Library	C
6/14/07	Thursdays on the Square	Heritage Square	Flag Live	B
6/15/07	Movies on the Square	Heritage Square	DBA	B
6/16/07	Flagstaff Sustainability Fair	City Hall Parking Lot	City of Flagstaff	C
6/16/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
6/17/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
6/20/07	Concerts in the Park	Wheeler Park	City of Flagstaff	C
6/21/07	Thursdays on the Square	Heritage Square	Flag Live	B
6/22/07	Movies on the Square	Heritage Square	DBA	B
6/23/07	Flagstaff Music Festival	Heritage Square	Cline Library Emp. Organization	B
6/24/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
6/27/07	Concerts in the Park	Wheeler Park	City of Flagstaff	C
6/28/07	Thursdays on the Square	Heritage Square	Flag Live	B
6/29/07	Movies on the Square	Heritage Square	DBA	B
6/29/07	Run for Life	Wheeler Park/Parking/Street Closure	Northland Hospice	A
6/30/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
6/30/07	Native American Art Festival	Heritage Square/Street Closure	Southwest Native American Promotions	A
7/1/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
7/4/07	Fourth of July Parade	Heritage Square/Street Closure	Chamber of Commerce	A
7/5/07	Thursdays on the Square	Heritage Square	Flag Live	B
7/6/07	Movies on the Square	Heritage Square	DBA	B
7/7/07	Torch Run for Special Olympics	Buffalo Park	Police Dept	C
7/7/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
7/7/07	Art in the Park	Wheeler Park	Individual	B
7/8/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
7/11/07	Great American Race	Street Closure/Heritage Square	Toys for Tots	A

7/11/07	Concerts in the Park	Wheeler Park	City of Flagstaff	C
7/12/07	Thursdays on the Square	Heritage Square	Flag Live	B
7/13/07	Movies on the Square	Heritage Square	DBA	B
7/14/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
7/14/07	Touch a Truck	West City Hall Parking Lot	Flag Rec	C
7/15/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
7/18/07	Concerts in the Park	Wheeler Park	City of Flagstaff	C
7/19/07	Thursdays on the Square	Heritage Square	Flag Live	B
7/20/07	Celtic Music Jam	Heritage Square	Northern AZ Celtic Society	C
7/20/07	Movies on the Square	Heritage Square	DBA	B
7/21/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
7/22/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
7/25/07	Concerts in the Park	Wheeler Park	City of Flagstaff	B
7/26/07	Thursdays on the Square	Heritage Square	Flag Live	B
7/27/07	Movies on the Square	Heritage Square	DBA	B
7/29/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
8/1/07	Concerts in the Park	Wheeler Park	City of Flagstaff	B
8/2/07	Thursdays on the Square	Heritage Square	Flag Live	B
8/3/07	Movies on the Square	Heritage Square	DBA	B
8/3/07	Flagstaff Fine Arts and Crafts Festival	Wheeler Park/Parking Lot	Dixie Green Productions	B
8/4/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
8/5/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
8/7/07	National Night Out	Wheeler Park	Flagstaff Police Department	C
8/9/07	Thursdays on the Square	Heritage Square	Flag Live	B
8/10/07	Movies on the Square	Heritage Square	DBA	B
8/10/07	Big Brothers Big Sisters Half Marathon	Wheeler and Thorpe Park	Big Brothers Big Sisters	A
8/11/07``	Dog Days of Summer	Heritage Square/	Second Chance Center	C
8/11/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
8/12/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
8/16/07	Thursdays on the Square	Heritage Square	Flag Live	B
8/17/07	Movies on the Square	Heritage Square	DBA	B
8/18/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
8/19/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
8/23/07	Thursdays on the Square	Heritage Square	Flag Live	B
8/24/07	Movies on the Square	Heritage Square	DBA	B
8/25/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
8/26/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
8/26/07	Sunday Morning Worship	Heritage Square	North Point Fellowship	C
8/28/07	Take a Stand Congressman Renzi	Wheeler	AZ Advocacy Network Foundation	C



8/30/07	Thursdays on the Square	Heritage Square	Flag Live	B
8/31/07	Movies on the Square	Heritage Square	DBA	B
9/1/07	High School Cross Country	Buffalo Park	Flagstaff High School	B
9/1/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
9/1/07	Art in the Park	Wheeler Park/1/2 of Parking Lot	Individual	B
9/2/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
9/6/07	Thursdays on the Square	Heritage Square	Flag Live	B
9/7/07	Route 66 Days Car Show	CH Parking Lot/Wheeler Parking/Downtown Streets	Rt 66 Car Club	A
9/7/07	Route 66 Days Carnival	CH Parking/CH Front Lawn	DBA	A
9/7/07	Movies on the Square	Heritage Square	DBA	B
9/8/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
9/9/07	Summer Concert Series	Heritage Square	Heritage Square Trust	B
9/11/07	September 11 Observance	City Hall Flag Poles	City of Flagstaff	C
9/13/07	Thursdays on the Square	Heritage Square	Flag Live	B
9/14/07	Extreme Fun Extravaganza	Wheeler Park/Parking Lot/St Closure/CH Parking	Marine League Charities	A
9/21/07	Festival of Science	Wheeler Park	Individual	C
10/5/07	Fat Tire Beer Festival	Wheeler Park/Parking/Street Closure	New Belgium Brewing	A
10/6/07	Crawford-Shaddy Wedding	Heritage Square	Individual	C
10/13/07	FACTS Lights on After School	Wheeler Park	FACTS	C
10/20/07	Up a Mountain, Down a Beer	Thorpe Park Ramada/Parking Lot	Canine Co-Pilots	A
10/27/07	NAU Homecoming Parade Celebration	Heritage Square/Street Closure	NAU Alumni Association	A
12/8/07	APS Northern Lights Holiday Parade	Heritage Square/Street Closure	Chamber of Commerce	A
12/14/07	BNSF/T4T- Santa Comes to Flagstaff	Heritage Square/Street Closure	Marine League Charities	A
12/16/07	Luminaries	Variuos City Street	Private	C

## **Partial List of Pay & Display Parking Management Systems**

New York, NY

2,400 machines, began in 1993

Seattle, WA

1,700 machines, began in 2004

New Orleans, LA

300 machines, began in 2004

Syracuse, NY

251 machines, began in 2002

Miami, FL

300 machines, began in 2003

Sacramento, CA

300 machines

Washington, DC

109 machines in Georgetown

City of Aspen, CO

60 machines, installed first in 1994

Park City, UT

31 machines, installed in 1997

City of Houston, TX

750 machines, started in 2006

City of Milwaukee, WI

100 machines in Downtown. 2006

City of Stamford, CA

54 machines

City of West Hollywood, CA

400 machines for replacement

City of White Plains, NY

34 Machines for replacement

City of Rye, NY

10 machines  
City of White Rock, Canada  
35 machines, first phase 2004

City of Fort Lauderdale, FL  
Replacing entire system to electronic

City of Boulder, CO

City of Berkeley, CA

City of Tempe, AZ

Redwood City, CA